

VOLUNTEERS

MOTIVATION SKILLS & TECHNIQS



**self-motivation
group motivation
community motivation**



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VOLUNTEERS MOTIVATION SKILLS & TECHNIQS

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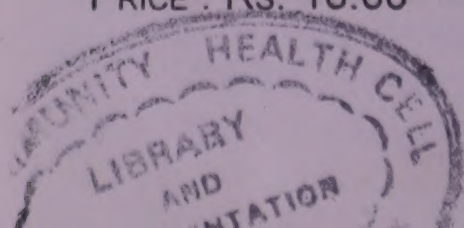
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FOREWORD

Success of any organisation or project/ programme depends very much on the level of motivation and the commitment of the leaders and the organisers. It is often seen with the organisations particularly with the NGOs and other private enterprises that the effort they make results in success, the primary reasons being power of motivation and commitment of the leaders and staff.

PDC thought of publishing a book on motivation to assist the vast number of small grassroot level NGOs and their volunteers in their development intervention.

I take this opportunity to thank Mr. T.S. Stephen who has prepared this handbook on Motivation. Also I thank Mr. Bishnu Ch. Senapati for designing and publishing it. I believe this handbook will be of great help for Volunteers.

S.S. Barik
General Secretary, PDC

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CHAPTER - I

INTRODUCTION

- Change the world with love.
- Jesus Christ
- Change the world with work.
- Karl Marx

Motivation is an overused word in the development sector. Every organisation has different aspects to serve, but all have one common feature - **Motivation**. People constantly speak about the need of more motivation and more motivated workers. The Chief Functionaries are deeply concerned about having better motivated workers. The workers in their turn are desperately searching for ways and means of motivating their people. Government and the Funding Agencies desire for more well motivated organizations. All these people understand well what it they desire. They are clear about what they want though a clear-cut definition may not be available. Because they all believe that motivation is the only way to draw out the best from people. Motivated people get better results and get them faster. Because motivation affects whatever you do. Love and duty are the two most important and dynamic forces of motivation at all levels.

1. MEANING OF MOTIVATION

Motivation is a rare skill for increasing others effectiveness and stimulating the interest of people in their own development. *Different authors define it in different ways according to their understanding, such as :*

- a) Motivation is the act of helping people to focus their minds and energies for doing their work as effectively as possible.

■ *Samuel W. Gelima, Motivation in the Real World*

- b) Persuading people for what you want but have them think that it was their idea.

■ *Napoleon Hill, How to Think & Grow Rich*

- c) Motivation is getting others to do what you want them to do without confusing or hurting them or intervening with their way of life.

- d) Motivation is using people to produce the required result on time and within the budget.

■ *John Allan in How to be Better at Motivating People*

It is evident that motivation has something to do with development. In the daily life of family and society motivation is a natural process.

Whether we realize it or not we continue motivating others for getting things done the way we want it. It is the act of getting others to do something for us. Motivation is not a one time activity but an on-going process. Having a clear goal and moving ahead is the content of motivation.

In short, it is the burning desire for the result along with hope of obtaining it. It is taking personal responsibility for achieving a clear goal. It is recognizing the need of efforts and enabling them to achieve it. Another author has defined it - "*Motivation is the act of getting extra effort from everyone including yourself*". In all these definitions two points are very clear :

- ☐ Personal enthusiasm
- ☐ Concern for people who are involved

It is encouraging people to define their objectives & plans and work accordingly. Finally their success becomes your success.

2. PRINCIPLES OF MOTIVATION

Personal enthusiasm and concern for people are the two major components of motivation. One has to do his best to convince people. It requires to remove his inhibition and have confidence and determination in completing

the given task. The future of development programmes depend on those people who can motivate the masses. The best motivators will be those whom people feel they can trust. The ability to create that feeling about oneself is the actual power of motivation.

Motivation includes :

- Helping people to focus on their duty.
- Encouraging and persuading people for result.
- Inspiring and stimulating to act.
- Showing the reason for acting.
- Creating a need in people.
- Making the people happy about what they do.
- The inner force making people to act.
- Making a major change in others lives.

The essence of motivation is the interest to work and the enthusiasm for getting things done. This comes from the aim. It is therefore extremely important to make the aim as clear as possible so that people can follow it. Keeping focus on the aim is often hard. It needs clarity of thought and future vision. As for organizations, aims they must be formulated

in the simplest and shortest form so that the volunteers and workers can easily grasp and easily follow them.

Normally people are motivated to satisfy their needs. In general there are always three levels of needs in the individuals and the community.

We can easily qualify them as following :

1. Basic Needs (necessities - food, shelter, clothing, health and education),
2. Middle Level Needs (security - better income, permanent job, working conditions, facilities and comforts)
3. High Level Needs (recognition - status, memberships, participation in society, awards and appreciation)

In majority of our villages people are more concerned about only the basic needs. The volunteer has to focus attention in appealing to these needs. Even while addressing to basic needs we have to point to the higher level needs of the people. Example - by full participation in the direct process of election alone can we get the full share of our basic needs of food, shelter etc. Clarity of purpose is the source of motivation.

3. TYPES OF MOTIVATION

The ultimate purpose of every development organisation is change and the major function of any development worker/volunteer is to motivate people for change.

Motivation of volunteers working for change can be :

- INTERNAL MOTIVATION - Self-Motivation
- EXTERNAL MOTIVATION- Motivating Others

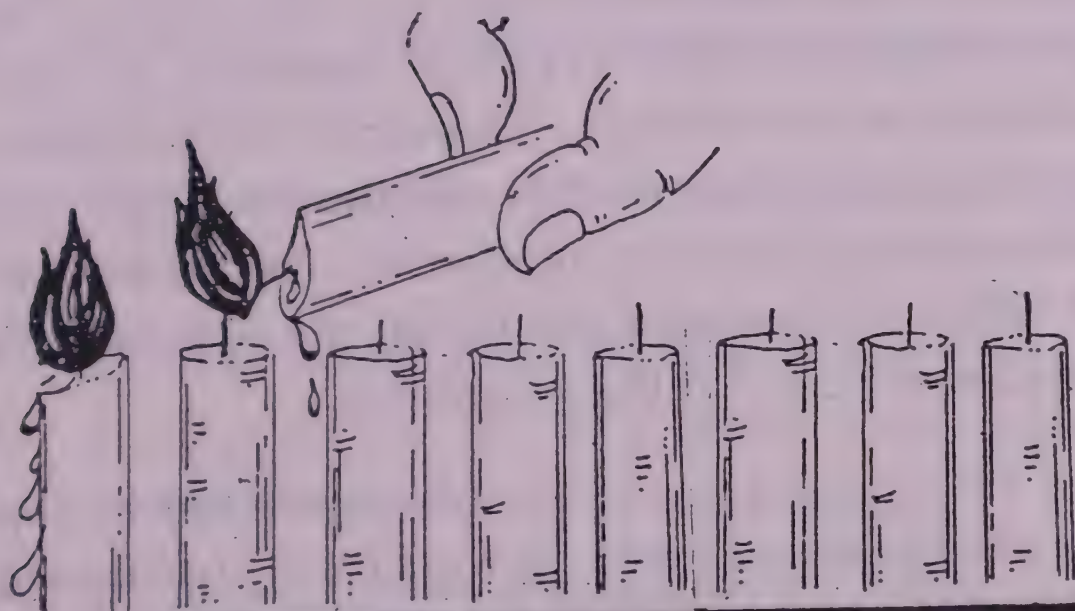
While introducing any programme for change in a particular area the volunteer has to motivate three different categories :

- ☐ Individuals
- ☐ Groups
- ☐ Community

THE FOUNDATION OF MOTIVATION
IS THE NEED OR THE PURPOSE.

CHAPTER - II

SELF-MOTIVATION



**A Lamp Can Never Light Another Lamp
Unless It Continues To Burn Its Own Flame.**

- Rabindranath Tagore

Having clear and specific aims and plans for concrete action and result is called self-motivation. As the definition shows there are two separate parts in this :

- Make clear in mind what do you really want to get.

■ **Physically, take some concrete action to get it.**

Motivating people is a challenging task for volunteers and field workers. Their primary duty is to motivate people every where and in every possible way. Well motivated persons alone can make the hundreds of organisations and schemes productive and reach out to the poor and needy. The organisational effectiveness depends on the motivation of the workers. Therefore, before going for motivating people the volunteers and field workers have to be better motivated. As it is evident that "*Blind cannot lead the blind*" the first need is the self-motivation of the volunteers.

Volunteers have to be first motivated by the spirit of voluntarism itself. To work for the upliftment of the poor and needy without expecting anything from them in return. For these the volunteer has to be inspired by the heritage of the great social reformers and revolutionaries. Love for the poor people should be the basis of voluntary work.

Motivation is above professional skill. Any ordinary volunteer or development worker can be changed into an enthusiastic activist. I have seen them changed and changed greatly. Once motivated they refuse to be small or defeated. They can become happy, successful and creative. People around them become very much impressed and supportive. With such right motivation a volunteer or worker who earlier

suffered from fear, inhibition will be transformed into worry free persons and bold activists.

The following important points of motivation affects whatever we do :

- Right motivation makes the difference in development activism.
- It helps to overcome fear and increase self-confidence.
- It awakens the vision and mission of the workers.
- It improves the problem solving capacity.
- It strengthens the will power and decision making capacity.
- It makes a major change in their lives.
- It becomes the skill that enables them to make others lives effective.
- It stimulates their interest in self-development.

1. CONDITIONS REQUIRED FOR SELF-MOTIVATION

- ❑ Have clear goals and target time. It is the sign of self-motivated people.
- ❑ Practise positive thinking because we are capable of greater things than the often realize.

- ❑ Have great self-confidence in you. You will do wonders if you have faith in you.
- ❑ Take any problem as creative opportunity. Positive thinkers look for the best from the worst conditions.
- ❑ Be enthusiastic about the goal and make it important for you.
- ❑ Focus on result.
- ❑ Be inspired by the life and activities of successful people.
- ❑ Be seriously concerned about your responsibility.
- ❑ Remove fear because fear is the biggest enemy of our progress.

The key to continuous motivation is enthusiasm. There is one quality possessed by all great men that is enthusiasm that helped them to reach greatness. It can help you and your improvement.

2. **TOOLS FOR SELF-MOTIVATION**

Self-Motivation is the key to achievement and success in life. Belief in the self is the basis of self-motivation. Many people are not doing anything new just because they do not believe in themselves. They simply lack self-

confidence. People having no faith in themselves also fail to utilise their talents. Every thing begins from one's thinking which has positive and negative sides. Positive stands for "*I Can Do*" and negative for "*I Cannot Do*". To be active and successful one has to buildup an "*I Can Do*" attitude. It is common experience that our attitudes can change if we want to change. Negative thinking is the root cause of not having self-confidence. Positive and negative thoughts make the following differences in our attitudes and behaviour.

THOUGHTS

<u>Positive</u>	<u>Negative</u>
Yes —————	No
I Can —————	I Cannot
Active —————	Idle
Enthusiastic —————	Dull
Optimistic —————	Pessimistic
Encouraging ————	Discouraging
See Possibilities ———	See Difficulties
Look for Best Result ———	Fear Failure

We have to be aware that we are capable of greater things than what we do at present. Positive thinkers look for best results from worst situation.

3. POWER OF ENTHUSIASM

Positive thinking about chosen specific goal generates enthusiasm. Vincent Peal, the great motivational writer says that enthusiasm makes the difference between motivation and action because it contains tremendous amount of vitality, power and joy.

The major tools required for self-motivation are :

- Clear Aims & Plans
- Positive Thinking
- Self-Confidence
- Enthusiasm to do something specific
- Commitment to a cause
- Access to resources.

4. HOW TO INCREASE YOUR SELF-MOTIVATION

- ☞ The basic answer to the problem of undiminished self-motivation is to keep in mind perpetually your goal.
- ☞ Never to weaken your motivation it should be subject to constant renewal.
- ☞ Always aspire for better way of life both for you and for people.

- ☞ Be steady in your love for the needy people and their welfare. Because the basis of all voluntary work is the love for the needy people.
- ☞ Have always new goals and fresh objectives.
- ☞ Practice positive thinking.
- ☞ Develop a strong will to succeed.
- ☞ The fire of self-motivation should be maintained through regular monitoring and evaluation.

A volunteers motivation is based on a sincere belief that his plans, projects or service are need based and will benefit many people.

5. BENEFITS OF SELF-MOTIVATION

- ☐ It improves your self-confidence.
- ☐ Enables you to face problems or take risks.
- ☐ Makes you an enthusiastic and dynamic leader.
- ☐ Helps you to persuade others.
- ☐ Makes your job sure successful.

**HAVING CLEAR GOALS
AND
TARGET TIME
IS THE SIGN OF
SELF-MOTIVATED PEOPLE**

CHAPTER - III

EXTERNAL MOTIVATION

Our Best Thoughts Come From Others

- Emerson

External Motivation includes motivating - individuals, groups and community. *There are two types of people whom we have to motivate :*

- Those who come to us - those individuals and groups who approach us with request or enquiries.
- Those we go in search - those people whom we search out and go to them with a specific message for their benefit. In fact, every where people are looking for a person whom they can trust having a message which then can understand and follow.

You need not be a special or great personality to be a good motivator. *But you need some special skills, such as :*

- Ability to identify a clear need and make the people's attention focus on it.

- ❑ A vision to see the need which exists but may not be recognized. (*Today may not be a need but in future it will be*).
- ❑ Ability to communicate effectively to focus on the solution.

As need is the basis of all motivation it is the primary duty of a motivator to identify the needs or the problems and find a solution for it.

Four major questions while identifying the needs are :

- ☞ What is the need/problem ?
- ☞ Root cause of the need/problem ?
- ☞ Who are mostly affected by this ?
- ☞ What is the solution ?

After getting fitting answers to these enquiries motivation becomes easier. **External Motivation is basically a communication exercise with three elements :**

- ☆ Information
- ☆ Awareness Creation
- ☆ Encouragement for Action

In our efforts to motivate people we should diversify the channels of communication.

We should not depend only on one method.
We may use :

- ◆ Interpersonal Communication
- ◆ Group Media
- ◆ Mass Media

a) Interpersonal Communication

- ◆ Conversation
- ◆ Discussion
- ◆ Leaflets & Posters
- ◆ Training & Debate
- ◆ Seminar & Workshop

b) Group Media

- ◆ Slide Show & Puppet Show
- ◆ T.V. & VCR Show
- ◆ Street Theatre & Cultural Programme
- ◆ Seminar & Workshop

c) Mass Media

- ◆ Radio & T.V.
- ◆ Films
- ◆ News Papers & Magazines
- ◆ Books & Journals

The purpose of communication media is to meet individuals level of understanding and make him think and act. Media is used only to demonstrate the idea.

A. INDIVIDUAL MOTIVATION

"If you want to win a man to your cause first convince that you are his sincere friend".

- Abraham Lincoln



The first duty and look out of an Animator/ Volunteer must be at creating leaders from among those whom to be motivated, who will function as opinion leaders among the people. *As he moves among the people he has to :*

- ☐ Meet the key personalities of the area.
- ☐ Identify people who will support the idea.
- ☐ Talk to them more about the possible benefits of the programme.
- ☐ Get feedback about his opinion and about people's possible reactions.

- ☐ Personally try to convince the individual.
- ☐ Take him to your office or organization.
- ☐ Give him more papers, posters for home reading, distribution or display.
- ☐ Make him your friend.
- ☐ Discuss about the matter from different perspectives.
- ☐ Listen attentively and respectfully to his views.
- ☐ Make him believe you as someone who wants his welfare.

This interpersonal communication or individual motivation can have the support of other media materials; like leaflets, posters, cassettes, books etc. Most important point is the Animators' ability to meet and share his opinion with as many individuals as possible who will accept and promote his idea.

Technics of Individual Motivation :

- ☐ Oral Communication - *speaking and listening*
- ☐ Respecting his ideas

- ❑ Making the individual realize and need and the possible solution within his reach.
- ❑ At the end make the individual feel that he has contributed much for promoting this new idea.

1. HOW TO ATTRACT INDIVIDUALS AND DRAW THE ATTENTION TO YOUR POINT

Personal Approach

Individuals can be motivated by different levels of needs, being accepted, appreciated or approved. In order to do this first you have to assess the individual you meet and determine his or her orientation as to people or task or self-development. You can do this by observation and discussion. *Search for the answers of the following questions :*

- ☞ Is this person interested in people and their welfare ?
- ☞ Does he like to be a leader or to be controlled ?
- ☞ Is he more interested in work more than anythingelse ?

- ☞ Is he interested in praise and self-improvement ?
- ☞ Is he interested in improving his community ?
- ☞ Is he looking for some changes in the socio-economic life ?

By asking yourself a few similar questions you will be able to form some idea about the concerned persons interests and outlooks or orientation to people task or self-development. Some individuals may have all the three areas together in them. By identifying one of these areas during your meeting or discussion you will be able to know the needs of motivation. In the case of individuals refusing to listen to you must be able to analyse and find out the reasons of rejecting your ideas.

2. COMMUNICATION METHODS AND MEDIA USED FOR INDIVIDUAL MOTIVATION

People believe you or reject you by what they hear from you. A poor conversation can be a great handicap for a motivator. It is generally accepted that a good conversation with

anybody can generate faith and friendship among individuals. A motivator should know well the points that can make his conversation more interesting and fruitful.

A few hints are below which can improve your conversation :

- Always start with positive and specific compliments and smile - *good morning, congratulations* etc.
- Pay attention to the interest of the other person and enquire about it - *how is your health, cultivation* etc.
- Show more interest to listen than talking paying attention to body language and facial expressions.
- Don't ask stupid or offending questions.
- Never argue, but discuss.
- Don't exaggerate, it will affect your credibility.
- Show no interest in gossiping.
- Avoid long and repeating talk - because people will avoid you.

- If you are interested in people show it in what you say and how you say it.
- Be sincere, respectful and concerned about the other person in all aspects.



Great People
Discuss IDEAS

Average People
Discuss THINGS

Small People
Discuss PEOPLE

B. GROUP MOTIVATION

Group motivation and actions are vital and in them many have seeds of larger movements. You can gather the enthusiastic individuals into small groups for discussion and sharing. *This will be the right occasion for group motivation. While meeting the groups :*

- Affirm your faith in them
- Share their hopes, fears, joys and sorrows
- Convince them about the needs and opportunities of the programme you purpose
- Encourage them for greater participation.

To those who have confidence in themselves change is a stimulus because they believe that they can make a difference and influence the people around them. They will become partners and motivators later. The moment these people are willing to take charge of their affairs they cease to be passive and are already part of your programme.

Take the small groups into your confidence discuss and debate with them about your point and make the group understand the point and

support you. Once small groups of people are motivated the community motivation is easier.



Most of the programmes succeed through the cooperation of these small groups of motivated people who initially joined and supported the programme. The volunteer has to arrange several meetings of the groups both formal and informal for continued discussions.

GROUP MOTIVATION TECHNIQS

- Group discussion for sharing ideas;
- Group debate for clarification;
- Posters and charts for idea formation;
- Exposure visits for observation;
- Demonstration for clarification;
- Inviting for participation in seminars and workshops for orientation;
- Training for skill development and awareness building;

- Group counselling for convincing and encouraging;
- Audio-visuals for greater understanding;
- Inviting to organisational functions for involvement;
- Leaflets, books & journals for reading and information;
- Skill games, role plays, group songs, cultural programmes for intelligent participation.

C. COMMUNITY MOTIVATION

Community motivation is a process to raise the community awareness in the people to



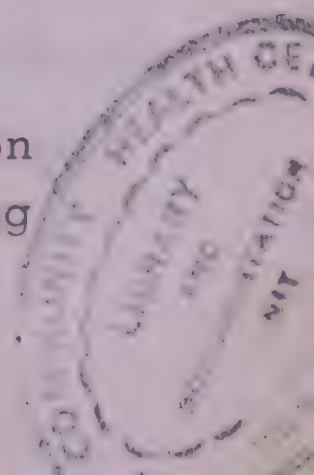
take charge of their own development. It is different from programme motivation. Community motivation is the precondition for successful programme motivation. It is the initial step whereby the needy become aware

of their condition, its root causes and the urgency of doing something by organising their own power and resources. It is true that community motivation takes more time but leads to greater self-initiatives.

Motivation is not a substitute for hard work. It must take into full account the present status of the community and its fears, hopes and aspirations. It must take full advantage of different circumstances and situations of conflict and use them as tools for organisational programmes. Programmes are not merely for economic growth. Their aim is to improve the community motivation i.e. to improve people's mental preparedness to undertake development works. In this process motivation of the people is the first priority in community organising.

Community motivation is essential for development of comprehensive programmes in a community. Programmes must be introduced not because donor agency sees the need but because the community sees the need and decides together on its priority. This kind of community motivation takes more time but leads to local initiative and in the long run to self-reliance.

The basic elements of community motivation include man and message. People are looking



for someone whom they can trust and having a clear message that they can understand. *There are three main assumptions in community motivation for development :*

- ❑ People are in need of change or improvement in their life situation.
- ❑ They have to participate in this process.
- ❑ Society itself in which they live needs some changes.

An animator or motivator must be aware of these three basic assumptions.

Community Motivation means - "to focus on the existing need of the people". If there is no need, create a need in the minds of the people.

- ❖ To make them feel comfortable and desirous about the plans and programmes you suggest.
- ❖ Positively encourage, appreciate, influence or inspire people to follow you.
- ❖ Make it a moral force that makes people to work to get a particular result.

A) NEED & ROLE OF COMMUNITY MOTIVATION

- ❑ It stimulates the basic understanding of community needs.

- ❑ It enables the community to take up its own programmes and mobilise resources.
- ❑ It generates better local leadership.
- ❑ It leads to better community responsibility.
- ❑ It is a precondition for effective development activities.
- ❑ It is essential for the success of community development programmes.

B) COMMUNITY MOTIVATION METHODS

There are two ways to show people that your ideas are of value. You can tell them about it or you can show them. Telling no matter how well you do people remain doubtful. Showing what your idea can do for them make them more receptive. In order to show them what they want you should have a keen sense of their need. Offer people something that will work and will help them in the way they need the helping.

For people seeing is believing. That is the reason demonstrations and exposures are essential for community motivation. Also the role of mass media is important especially press, films, T.V. etc.

After groups have met several times a common meeting of the whole area or village can be arranged. When men and women of the area will be there, you can freely discuss and explain in detail about your point and invite their support. You may have to arrange more than one meeting for convincing and getting their support.

As these are larger meetings a lot of media materials besides oral communication can be freely used. To make the meetings more attractive arrange all possible local decorations and entertainments. Invite the key persons of the area who will be the your future dependable supporters.

c) COMMUNITY MOTIVATION TECHNIQUES

- Rallies & Public Meetings
- Motivational Speeches & Awareness Songs
- Exhibitions & Demonstrations
- Cultural Media - songs, dramas, dance, puppet show, street theatre etc.
- Training, Seminars & Workshops
- T.V., Radio, Slides, Film & Video Shows

- Books, Leaflets, News Papers, Journals, Posters, Banners, Stickers & Flash Cards
- Door to door campaign
- Exposure Visits

Many people don't accept a new idea or practice when it is opposed to the existing attitudes and practices. But they become acceptable, if presented in an attractive way through existing channels and values. Our attitude must be not working for people but working with people and our feeling must not be that "*We know, but they don't know*"

**IF YOU COME TO HELP US
YOU ARE WASTING YOUR TIME;
IF YOU COME TO WORK WITH US
YOU ARE WELCOME .**

- An Australian Poet

D. TEAM MOTIVATION



Team is a group of dedicated volunteers unitedly working for a common cause or issue in a particular area. As self-motivation is important for development promotion team motivation is crucial for sustaining, team spirit and group dynamism. The team can be deputed from an organisation and be motivated by the organisation objectives. Also it can be a group of like minded people coming together for a particular purpose or issue based action plan. Their major motivating forces therefore can be organisation objectives, the area needs or local issues .

A) TEAM MOTIVATION NEEDS

Team motivation is necessary and vital for the following reasons :

- to maintain the team spirit;
- to improve the group dynamism;
- to strengthen unity & sense of equality;
- to increase cohesion & group sharing;
- to implement programmes & produce results.

B) TEAM MOTIVATION TECHNIQUES

Team motivation can be sustained and improved through various means and methods :

- ☐ Dialogue & Debate among the Team Members
- ☐ Group Sharing & Understanding
- ☐ Review & Reflection
- ☐ Conflict Resolution
- ☐ Exchange of Ideas, Thoughts & Experiences
- ☐ Organisational Objectives
- ☐ Leadership Motivation
- ☐ Individual's Self-Motivation
- ☐ Refresher Courses
- ☐ Reading of Relevant Books & Journals
- ☐ Mutual Encouragement & Appreciation
- ☐ Positive Response from the People

**IN THE FINAL ANALYSIS
EVERY ORGANISATION IS A TEAM
WORKING FOR A COMMON GOAL.**

E. WORKERS MOTIVATION

Every organisation needs enthusiastic and dedicated workers who know their job and do it well to the satisfaction of the



organization and the community. The workers self-motivation is essential for this. In the ultimate analysis every organisation whether big or small is a team whose success or failure depends on the people working together to achieve the common goal. It is the responsibility of the chief functionary to motivate the workers.

A) HOW TO MOTIVATE THE WORKERS

- ☐ Having challenging goals
- ☐ Treating them as they are key to the organisation's success
- ☐ Providing them adequate financial benefits.
- ☐ Giving personal responsibility for achievement
- ☐ Creating & sustaining their enthusiasm
- ☐ Appreciating their contributions, approving their talents with awards title or promotion.

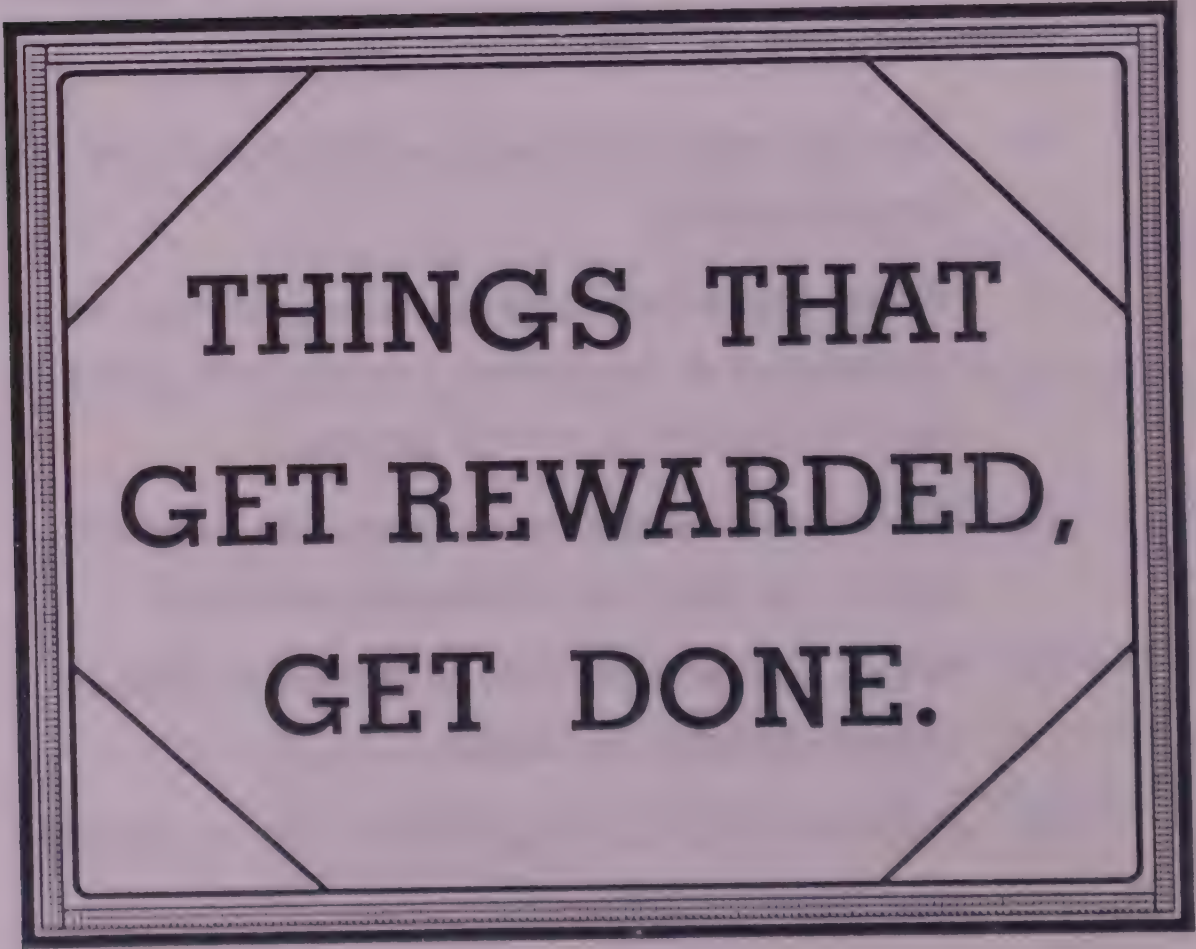
- ❑ Recognizing and responding to needs of leave, training, entertainment, family, finance etc.
- ❑ Giving encouragement and guidance.
- ❑ By regularly monitoring and evaluating their performance and achievement.

B) WORKERS MOTIVATION FROM ORGANISATIONAL SET-UP

Often workers are proud and enthusiastic to be part of organisations with better name, infrastructure and security. The prestige, performance and achievement of the organisation is a real motivation for the workers to do their best. *The workers expectations are below :*

- Honest and excellent performance by the organisation
- When the organisation stands by the poor, oppressed & exploited people and joins in their struggle for social justice.
- Which draws the spirit from the motivating power of great social revolutionaries.
- When the contribution of the organisation is acknowledged by others.
- Organisation having authenticity, credibility and good name.

- Organisations having discipline and good administration.
- Organisation with infrastructure, good working conditions and financial security.
- *People withhold their best when think there is no relationship between what they do and how they are rewarded. In relation to :*
 - ◆ Job Guarantee
 - ◆ Honorarium
 - ◆ Position in the organisation
 - ◆ Facilities available



**THINGS THAT
GET REWARDED,
GET DONE.**

CHAPTER - IV

MAJOR PROBLEMS IN MOTIVATION

- **Creating Confidence**
- **Gaining Support**
- **Managing Opposition**

The degree of success you achieve in motivating others depends on your ability to understand and predict their background and behaviour. Therefore, it is important to know some of the specific problems you will have to face while motivating people for change or development.

1. WHY PEOPLE DON'T LISTEN TO YOU

There is no single formula for motivating those unwilling to listen. We have to consider each case separately and prepare plans for dealing with such individuals or communities. *The reason could be the following :*

- They had been cheated in the past by some with similar plans and programmes.

- ❑ They are more senior and experienced and so refuse to listen to a person looking much younger and junior to them.
- ❑ You may be different in many ways such as sex, religion, caste, culture, language, dress, appearance etc.
- ❑ You propose to change something of which they don't see the need.
- ❑ They doubt your credibility.
- ❑ Your approach is not attractive.
- ❑ Doing or saying the same thing for long.
- ❑ People lost faith due to discontinuity or lack of follow-up.

Other the reasons for resentment are very powerful and not easy to be eliminated. It is a pity that many people are conditioned not by normal, realistic and objective appraisal of themselves and the society but by negative concepts which hide or distort reality. Hence it is crucial for a motivator to have maximum possible understanding about the background and behaviour of the people concerned. *Some of the very common situations are described below :*

a) People's Sense of Security

People are so fixed on the security of their old ways and the imagination of well being coming from doing the same thing even if they give bad results. Even one bad result leading to another bad result does not easily motivate people for change. They will still believe that next time it will be better. This behaviour is very common and is based on the maxim that a known devil is better than an unknown angel.

b) Fear of Failure

People seem very much afraid of failure that they doesn't want to make a new beginning. This is only the lack of self-confidence or fear of the unknown. It is the result of our inherited negative thinking.

c) Fatalism

To them the situation looks beyond their control and people don't easily see or believe the possibility of their participation in changing the situation. They easily find consolation in calling it their fate or the will of God.

d) Their Own Problems

Often people are so much concerned and pre-occupied with their own problems of family and

children they have no time or interest in anything else.

e) Not Clear About the Need

What people really need is not always what they seem to want. For many a just an immediate survival is more important than any future security needs for themselves or their children. As they are not clear about their needs, they are also unable to priorities them.

f) Not convinced about the need of change

Many will immediately take what we say to them as good and appear responding. But their sudden positive reaction is not reliable. Because they may not be very convinced or deeply impressed.

g) Not understanding the necessity & motivators intentions

Due to all the above mentioned situations and problems people don't easily understand what the motivator is trying to explain to them. Sometimes even if they understand the point but still they may not grasp the meaning or reasons why this person has come to them with this new idea.

h) Communication Gap between the Motivator & the Community

It is really very hard to motivate people for development especially those who need it most. This is mainly because of the different levels from which the volunteers come as well as their varying experience and background. Many are not from the rural areas or the slums and have gone to the colleges and universities. Sometimes they don't speak the language of the area. Some are more interested in their own career than the needs of the poor. Sometimes even they ignore the needs because of their preconceived ideas and don't look for the good of the people as they should. Many times they get frightened seeing the multiple problems faced by the people which he/she is unable to solve. Due to similar above mentioned situations often there arises a communication gap between the people and the motivator.

i) Multiple Divisions among the People

Often people are divided into various groups, classes and clicks due to political affiliations, caste, religion, culture, language, trade, education, economic status etc. This division is a great hindrance for effective community

motivation. Besides this the unnecessary political interference and opposition from the non-affected groups also affect the success of community motivation.

To motivate people and bring about a change is a difficult task. For every programme there are some supporters and some may be unhappy and oppose it. But ultimately when people realise the need and benefit they will support.

HOW TO BECOME A GOOD MOTIVATOR

1. Find out a need - It can be a service or commodity and make people aware of it.
2. Be yourself motivated and be confident to motivate others.
3. Be highly enthusiastic about your job and people's welfare.
4. Focus on exactly what you want to achieve in the targeted time.
5. Develop good relation with people.
6. Learn to communicate well and be persuasive.
7. Gain the trust and friendship of people.
8. Be honest and trust in the quality of your service.

MAJOR QUALITIES OF A MOTIVATOR

A. CREDIBILITY

Credibility is the first requirement for development motivation. People will accept you if they find you as trust-worthy, helpful and well-informed. They will judge you through your words and your behaviour (*what you say and how concerned are you*). You may have very good intention at heart but they are not visible. Words and deeds are only indicators of your credible personality. As others have to be influenced and motivated by you, you know how your words and deeds should be fitting and praise-worthy.

B. ATTRACTIVE PERSONALITY

An attractive personality is an asset for effective motivation. Personality actually is the combination of several qualities in a person not one particular quality. But it is mostly expressed through our communication and interaction with others. By this people always easily come to know your genuine qualities and pretensions. Accordingly they will like you or dislike you, listen to you or reject you.

C. CONCERN FOR THE PEOPLE

The basis of all service is love for the poor. Sensitivity to the needs of others is an essential factor in motivation. A motivator has to feel responsible for the welfare of the entire community. Unless we love we do not feel for others and unless we feel for others we cannot respond to their needs or be moved by their suffering.

PROFILE OF A MOTIVATOR

1. Honest & Truthful
2. Attractive Personality
3. Concerned about People
4. Good Communicator
5. Good Public Relation
6. Able to Identify the Need
7. A Patient Listener & Not Arguing
8. Respectful for Others Ideas and Values
9. Happy & Humorous
10. Good Leader with Creativity
11. Gives Credit to Others
12. Not a Boster or Charterbox
13. Has Good Memory
14. Not Timid & Shy
15. Punctual & Goal Oriented
16. Above all Self-Motivated



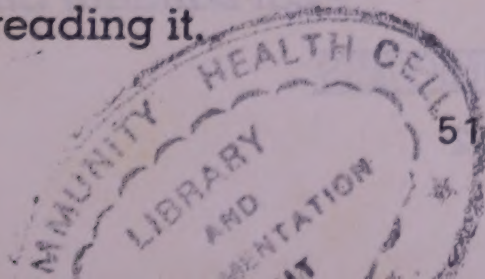
MOTIVATIONAL QUOTATIONS



- ☐ Our duty to others means helping others, doing good to the world. *- Swami Vivekananda*
- ☐ Doing good to others is not a duty. It is a joy for it increases your own health and happiness. *- Zoroaster*
- ☐ Happiness depends on what you can give; not on what you can get. *- Mahatma Gandhi*
- ☐ Only a life lived for others is a life worthwhile. *- Albert Einstein*
- ☐ The life is short, the pleasures of the world are temporary, but they alone live who live for others, the rest are more dead than alive. *- Swami Vivekananda*
- ☐ A lamp can never light another flame unless it continues to burn its own flame. *- Rabindranath Tagore*
- ☐ The bee is more honoured than other animals, not because she labours, but because she labours for others. *- St. Chrysostom*
- ☐ The man who melts with social sympathy though not allied, is of more worth than a thousand kinsmen *- Euripides*
- ☐ Man becomes great exactly in the degree in which he works for the welfare of his fellowmen. *- Mahatma Gandhi*
- ☐ Leadership is acting when you see the need, without waiting for someone else to suggest it. *- Martin Rhodes*

- ❑ If the blind lead the blind, both shall fall into the ditch. - Jesus
- ❑ Reason and judgement are the qualities of a leader. - Tacitus
- ❑ A man should first direct himself in the way he should go. Only then should he instruct others. - Lord Budha
- ❑ The finest present one can give to a child would be to teach him to know himself and to master himself. - The Mother
- ❑ With the power of faith which you possess nothing is impossible to achieve. The ocean of infinite power is within you. - Swami Ramdas
- ❑ Nothing great was ever achieved without enthusiasm. - Ralph Waldo Emerson
- ❑ Enthusiasm is the propelling force necessary for climbing the ladder of success. - B.C. Forbes
- ❑ Nothing worthwhile is ever achieved without deep thought and hard work. - J.R.D. Tata
- ❑ Give a man a fish and he will have a feast for the day. But if you teach him to catch fish, he will have a feast every day. - Anonymous
- ❑ We judge ourselves by what we feel capable of doing, while others judge us by what we have already done. - Longfellow
- ❑ The execution of the laws is more important than the making of them. - Jefferson

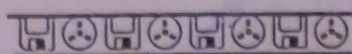
- ☐ What you do not want others to do to you, do not do to others. - Confucius
- ☐ Impossible is a word only to be found in the dictionary of fools. - Napoleon
- ☐ Behind an able man there are always other able men. - Chinese Proverb
- ☐ They are able because they think they are able. - Vergil
- ☐ Get good counsel before you begin; and when you have decided, act promptly. - Catilina
- ☐ If you wish to reach the highest, begin at the lowest. - Syrus
- ☐ Every duty is holy, and devotion to duty is the highest form of the worship of God. - Swami Vivekananda
- ☐ Coming together is a beginning; Keeping together is progress; Working together is success. - Henry Ford
- ☐ It was a habit with me to forget what I did not like, and to carry out in practice whatever I liked. - Mahatma Gandhi
- ☐ Carelessness does more harm than a want of knowledge. - Franklin
- ☐ A wise man does not trust all his eggs to be in one basket. - Cervantes
- ☐ Drink nothing without seeing it, sign nothing without reading it. - Spanish Proverb

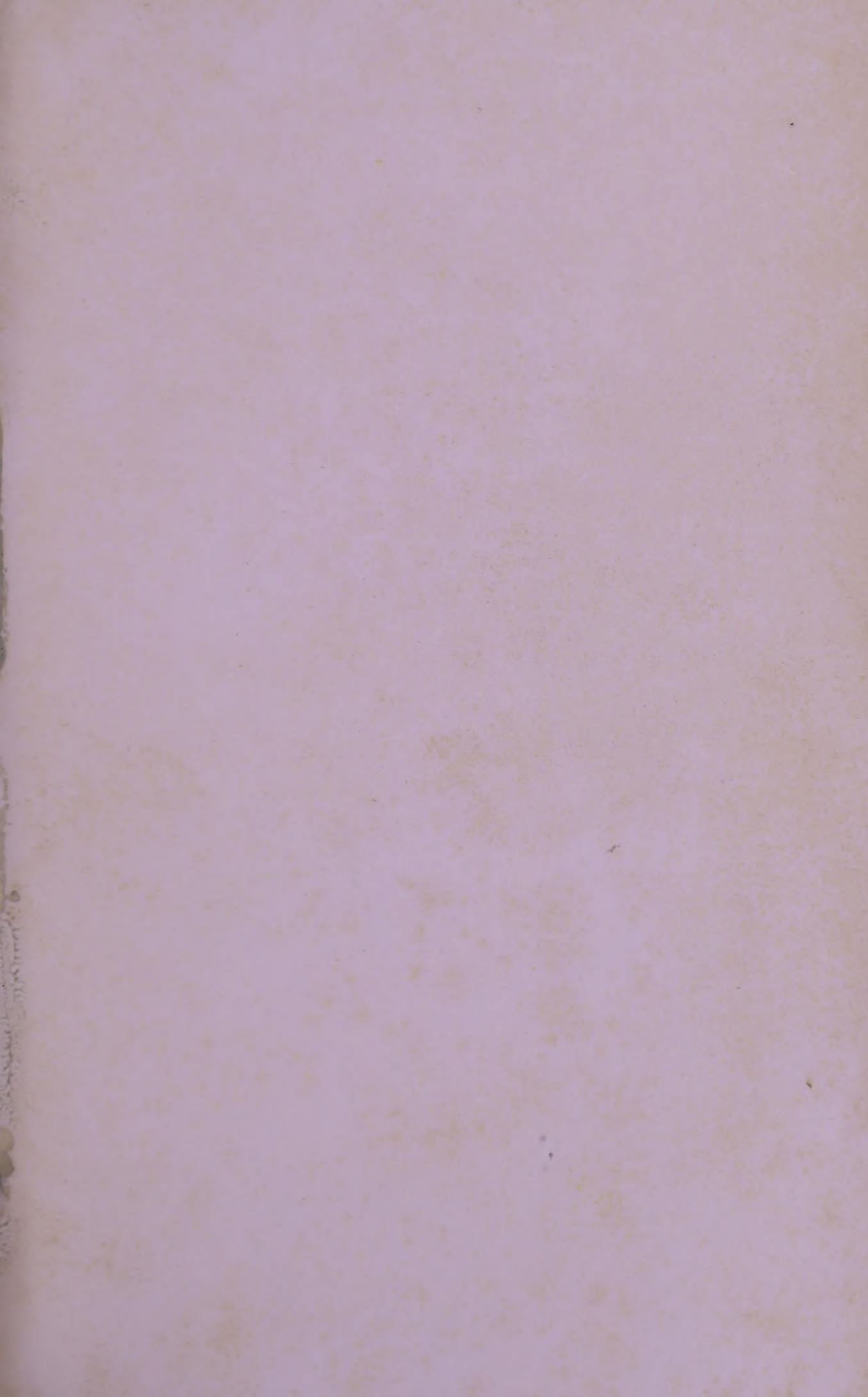


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- ❑ No one reaches a high position without daring.
- Syrus
- ❑ Heaven never helps the man who will not help himself.
- Sophocles
- ❑ Beware of little expenses; a small leak will sink a great ship.
- Franklin
- ❑ An institution is the lengthened shadow of one man.
- Emerson
- ❑ Reading maketh a full man; conference a ready man; and writing an exact man.
- Bacon
- ❑ If you lend you either lose the money or gain an enemy.
- Albanian Proverb
- ❑ In everything the middle course is best : all things in excess bring trouble to men.
- Plautus
- ❑ There is nothing either good or bad, but thinking makes it so.
- Shakespeare
- ❑ If we keep our attention on what we have, rather than on what we lack, a very little wealth is sufficient.
- F. Johnson
- ❑ The best man is he who most tries to perfect himself and the happiest man is he who most feels that he is perfecting himself.
- Socrates
- ❑ Looking at the good side of things contributes more to cheerfulness than to see the bad side of them.
- Lal Bahadur Shastri





Model of Community Motivation

GO TO THE PEOPLE

LIVE WITH THEM

LEARN FROM THEM

LOVE THEM

START WITH WHAT THEY KNOW

BUILD WITH WHAT THEY HAVE

BUT WITH THE BEST LEADERS

WHEN THE WORK IS DONE

THE TASK ACCOMPLISHED

THE PEOPLE WILL SAY

WE HAVE DONE THIS OURSELVES.

- Lao Tsu, China